

## Investigation the relationship between social responsibility and organizational citizenship behavior (Case study: Tehran Municipality Organization)

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**Abstract:** The concept of corporate social responsibility in recent years in the field of corporate governance has become a dominant paradigm. This responsibility requires the simultaneous realization of economic responsibility, legal, moral and humanitarian company. More practical in terms of corporate social responsibility for profitability, comply with the law, ethics and try to be a good citizen. Now that you understand the importance of citizens as one of the most important resources are, their behavior can also be considered the result very important objective of this study was to investigate the relationship between corporate social responsibility and citizenship behavior. The population of this study included all administrative employees of the Central Organization of Tehran Municipality; the number of these 300 was estimated. Due to the size of the population, the sample size of 170 was obtained. Method of data collection questionnaire and software for data analysis and PLS structural equation method is used. Results from this study showed that social responsibility and citizenship behavior (altruism, conscientiousness, generosity, respect and honor and civic virtue). For all the hypothesis of social responsibility in citizens' behavior was positive. As well as social responsibility and social responsibility, respect and reverence have the greatest impact on the fairness.

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### 1. Introduction

In the new age, managers chanted their view to see beyond organizations. If at the time that the father of scientific management Taylor have been named, advised managers to keep their yards productivity and human relations school, administrators were encouraged to satisfy their psychological needs at the present time to the media outside directors the organizations. Traditional charter managers in the productivity and profitability of organizations that see the charter was replaced by attention to environmental and social issues on the agenda of the managers. Today's organizations need to succeed not just in the external environment, but also to all employees look for customers, citizens, all men and all their customers understand the nature of this planet. Today managers in addition to technical skills, conceptual and human skills to manage social problems and respond to social needs and environmental and social issues as part of their corporate objectives with consider. Regarding social issues requires the necessary structures and organizations established in the culture of friendship and holism. Create believe in social responsibility is a cornerstone of the management of public affairs and when managers of social responsibility in their organization wrote it believed essential, of course,

provide the following mechanisms will be needed to make it happen. Going beyond the minimum legal requirements, social responsibility in which the organization operates. In fact, corporate social responsibility, transcendental approach to business that an organization's social impact on society considers both domestic and foreign and its main purpose was to bring together all sectors including public, private and voluntary will to work together to align the economic interests of the environment on the one hand and on the other hand due to the success, growth and sustainability of the business. It should be noted that the dependence of business social responsibility depending on the type and size of the economic unit. In practical terms the purpose of corporate social responsibility to follow the law, ethics and being a good citizen? Employees are the most important stakeholders and applicants for corporate social responsibility. One of the ways in which organizations can respond to these demands the creation of voluntary activities (OCB) that any program or system to encourage employees to do community service points. Employees are the most valuable asset of the organization. Human resources with proper treatment and positive for the purpose of, or otherwise directed, against Goals (MDGs). The

behavior of human resources management is very important (Delgoshaei et al., 1999. p. 61). OCB is voluntarily set of behaviors that are not part of the official duties, however, by his conduct and improve the functions and roles of their organizations (Appelbaum et al, 2004; p19). Theoretical frameworks and classification efforts on the way CSR and citizenship behavior the existing literature on the relationship between organizational citizenship behavior and corporate social responsibility is not well studied the purpose of this study was to fill the gap theoretical and experimental results. In fact, in this study we sought to examine the relationship between corporate social responsibility and citizenship behavior.

### 1. Corporate Social Responsibility

Social responsibility, commitment of decision makers made it to act in addition to their own preference would provide welfare society which is vital. In this definition, there are several elements: First, social responsibility, a commitment that institutions must be held accountable for it. Secondly, the institutions responsible for contaminating the environment, discrimination in employment, lack of attention to the needs of their employees and generate harmful products that harm public health, they avoid and finally, organizations need to allocate financial resources and actions such as contributing to the culture and cultural institutions and improve the quality of life, strive to improve social welfare. Finally, the purpose of social responsibility is that such organizations have a major impact on the community; therefore the activities has to be in effect, and if it does not harm the society getting hurt, organizations are required to compensate. Simply, organizations should as part of a larger system which is associated with it (Khalili Eraghi et al. 2005).

### 2. Citizenship Behavior

Organization believes that organizational citizenship behavior, and voluntary individual behavior directly by formal reward systems in organizations is not designed, however, improved the effectiveness and efficiency of the organization. Oregon (1988) offered multidimensional scale by OCB. The scale consists of five dimensions that constitute the organizational citizenship behavior, these five dimensions are:

- Loyalty
- Altruism
- Civic virtue
- Chivalry
- respect and reverence

### 3. Literature review

Salehi et al. (2011) studied the relationship between job satisfaction, burnout and organizational commitment and organizational citizenship behavior

of faculty members of the Islamic Azad University indicated that job satisfaction and organizational commitment has a positive impact on organizational citizenship behavior; this means that with increasing levels of job satisfaction among faculty members, their organizational citizenship behavior increases. Burnout is a negative impact on organizational citizenship behavior is changing.

Schepman & Zarate (2008) in research as the relationship between burnout and organizational citizenship behavior found those 40 employees of social security between burnout and its three dimensions of organizational citizenship behavior, there is an inverse relationship, which means that the level of burnout, risk of organizational citizenship behavior is reduced.

Mojtahedzadeh and Tabaghian (2011) to study corporate social responsibility and poverty reduction and the role of motivation in the use of social performance indicators related to poverty reduction have proposed. In this regard, a number of social performance indicators related to poverty reduction identified and evaluated. The tests showed that the companies are interested in using these responsibilities. The significant difference in the perception of people in terms of gender, age, education, and work history and income level did not exist. In addition, the creation of incentives such as tax rebates, financing and balancing rules can be easy and cost-effective role in the implementation of social responsibility is poverty reduction.

Bozkurt and Bal (2012) The relationship between organizational citizenship behavior and perception of corporate social responsibility to employees examined. They conducted the study in the banking sector and pharmaceuticals. The study of the scale Carol (1991) for social responsibility and scale wired and Sysn (2006) was used for the OCB. The results have demonstrated that there is a significant positive relationship between social responsibility and citizenship behavior.

Rego et al (2007) showed that 35% of citizens organized as a part of social responsibility emotional commitment to positive change, explains the greatest impact comes from the sense of responsibility toward the stakeholders (employees) and considerations moral law.

### 4. Methodology

The study is outcome of the application to obtain practical results in the field of civil behavior and social responsibility. In terms of how to collect information, a description of the type of research that seeks to gather factual information and detailed the phenomenon in question. It is a survey research project in this type of research; researchers are a community questionnaire to discuss the distribution,

characteristics, attitudes and beliefs of the community to obtain information that the main tool in the study questionnaire.

### 5. The research hypotheses:

- There is a significant relationship between social responsibility and citizenship behavior.
- There is a significant relationship between social responsibility and conscientiousness.
- There is a significant relationship between social responsibility and altruism.
- There is a significant relationship between social responsibility and respect and reverence.
- There is a significant relationship between social responsibility and chivalry.
- There is a significant relationship between social responsibility and civic virtue.

### 6. Community and statistical sample

The population of the study consisted of directors and staff of the Central Organization of Tehran Municipality, which numbers 300 people. In this study was to determine the sample size of Morgan. Due to the size of the population ( $n = 300$ ) achieved sample size was 170 and 200 questionnaires were distributed 170 questionnaires to the researcher finally arrived.

### 7. Data collection tools

There are a variety of methods to gather information. Select the appropriate tools to collect information on the nature, purpose and method, as well as statistical tests used to analyze and test hypotheses (questions) research depends. In this study, the response to the assumptions, data were collected as follows:

- library method:
- Questionnaire

### 8. Validity and reliability

In order to be valid questionnaire study was carried out the following:

1- Questionnaire containing 21 questions OCB standard that has been designed and developed by the researcher named Poudsakf. In the present study to measure organizational citizenship behavior and the dimensions of the questionnaire were used.

2- The social responsibility questionnaire which included 9 questions on the questionnaire is the social responsibility of site design.

3- For the validity of the instrument, the data is maintained in terms of content we have tried to questions raised with respect to the theoretical basis.

4- Questionnaire study with the approval of supervisor, counselor and organization of human resources is distributed among employees.

#### 8-1. Test reliability study

In the present study, which is the main tool for measuring the reliability or the reliability of the questionnaire using Cronbach's alpha was calculated. Cronbach's alpha coefficient, on a one-dimensional measure of attitudes, beliefs and applied. However, Cronbach's alpha index is closer to 1, the internal consistency of the questions and thereby queries will be more homogeneous. Alpha reliability coefficient of 45% is low, 75% is medium and acceptable ratio of 95% is proposed. The low value of alpha should be reviewed to remove any questions that may be much higher. In this study, 30 questionnaires were distributed between the sample and the reliability of the questionnaire and its questions were studied. The results showed that the questionnaire had the necessary reliability and Cronbach's alpha for the variables in the table below.

Table 1. Reliability of the questionnaire

Total Cronbach's alpha	Cronbach's alpha	Variable
0.903	.899	Altruism
	.898	Conscientiousness
	.897	Respect and reverence
	.898	chivalry
	.903	Civic virtue
	.896	Social responsibility

### 9. Methods and tools for data analysis

Structural equation modeling was used to examine the research hypotheses. This method makes it possible to evaluate the relationships among variables in a model. The first generation of the software, such as AMOS, LISREL and EQS were introduced. This software weaknesses, including the need for a large number of samples of normal distribution of data and at least three questions for each structure will be introduced the second

generation of structural equation modeling. The most important features of the second generation of software, no need for large volume samples without the need for normal distribution of data. Software PLS structural equation modeling is second-generation software because of its advantages over other software that makes it popular among the researchers. In this study we investigate hypotheses PLS and SPSS software is used.

### 10. Descriptive statistics

Descriptive statistics refers to the set of methods to collect, summarize, classify and describe the numerical facts used. In fact the statistics, data and information describing the research and design or overall pattern of data for fast and better they obtained. Investigate and describe data related to general characteristics of respondents: This section

describes the general characteristics of respondents' data such as gender, age, education, type of employment, organizational status and work experience will be discussed. In each case by the respondents include the number of frequencies, percentages and a chart is its frequency.

Table 2. Descriptive statistics

Percent	Abundance		Percent	Abundance	
2.4	4	< 25	5.3	9	Diploma
18.8	32	26<x<35	14.7	25	Associate Degree
52.9	90	36<x<40	70.6	120	MA
25.9	44	>46	9.4	16	Graduate and higher
100.0	170	Total	100.0	170	Total
63.5	108	man	78.8	134	Official
36.5	62	woman	12.4	21	Treaty
100.0	170	Total	8.8	15	Deal
			100.0	170	Total
8.8	15	< 5	7.6	13	Director
12.4	21	5<x<10	92.4	157	Employee
47.6	81	10<x<15			
31.2	53	> 15			
100.0	170	Total	100.0	170	Total

**11. Fit measure models**

**11-1 Cronbach alpha, combines reliability and convergent validity**

In the table below, in addition to Cronbach alpha reliability coefficient of composite structures for reliability is provided. The criterion was introduced by Verts et al. (1974) and a comparison with Cronbach alpha is that not the absolute

reliability of structures but also according to their structural relationship to each other is calculated. As a result, to better assess the reliability of both of these criteria have been used. The convergent validity of the criteria used to assess AVE. The criteria used to measure fitness models. This is a structural correlation with the index shows the higher the correlation is more fitting.

Table 3. Result of Cronbach alpha, combines reliability and convergent validity

The average variance extracted (AVE>0.4)	Combining reliability coefficient (alpha>0.7)	Cronbach's alpha coefficient (alpha>0.7)	Latent variables
0.6970	0.9196	0.8898	Respect and reverence
0.6519	0.8822	0.8234	chivalry
0.5987	0.8562	0.7772	Civic virtue
0.4737	0.8885	0.8575	Social responsibility
0.5889	0.8508	0.7673	Altruism
0.5535	0.8319	0.7357	Conscientiousness

Given that the value for Cronbach alpha of 0.7, for reliability is 0.7 and for mean-variance combination is 0.4. These criteria are consistent with the findings in the table above have taken a decent amount of latent variables may be appropriate as a result of the reliability and validity study confirmed the convergent.

**Divergent validity**

Convergent validity to determine the relation between the structures of questions (indicators) to them is considered. The results of divergent validity showed that all questions related to each of the

structures (honor and respect, sportsmanship, civic virtue, social responsibility, altruism and conscientiousness) more solidarity with their related structures. This indicates that questions the validity of convergence between their structures.

**12. The structural model**

**12.1 path coefficients**

The Figure 2 above shows the loads cause questions and variables. The criteria for the suitability of the factors factor loadings of 0.4 question In the chart above, all the factors factor loadings of 0.4 more questions, which indicates that these criteria.

**12.2 The t significant coefficients**

The structural model using the coefficients t like this and these factors have more than 1.96 to be significant at the 95% of them confirmed. As it's clear from the above factors related to the social responsibility and respect and reverence is (22.69),

social responsibility, civic virtue is (9.69), generosity social responsibility is (9.32), social responsibility, altruism is (10.39) social responsibility and conscientiousness (8.59) more than 1.96 which shows the significance of the above routes. T coefficients are also significant for all the questions.

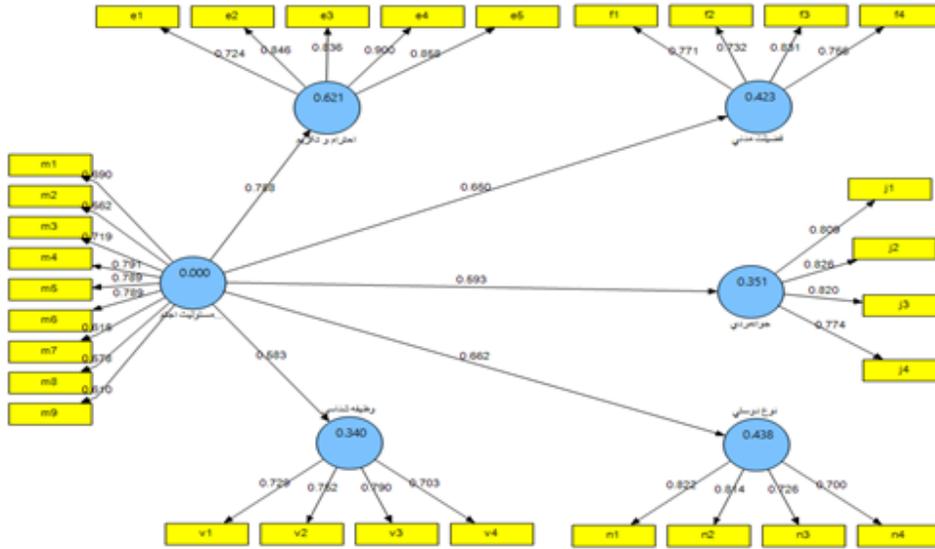


Figure 2. Factor loadings coefficients (path coefficients)

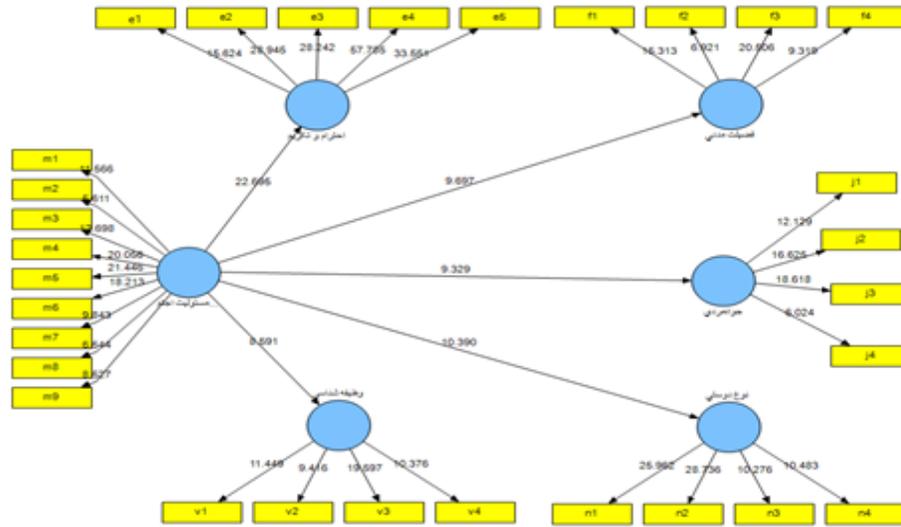


Figure 3. Research graphical model with t significant coefficients

**12.3 coefficient of determination (R<sup>2</sup>)**

The coefficient is a measure determined to connect structural parts and structural equation modeling is used to measure and demonstrate the impact that a variable exogenous (independent) on an endogenous variable (dependent). This measure is calculated only endogenous variables and exogenous

variables are considered to be zero. Three values: 0.19, 0.33 and 0.67 as the criteria for the amount of weak, medium and strong R<sup>2</sup> are considered.

Table (5). The coefficient of determination

Endogenous variable	R <sup>2</sup> criteria
Respect and reverence	0.6206

Chivalry	0.3511
Civic virtue	0.4228
Altruism	0.4378
Conscientiousness	0.3405

According to the table above to determine the coefficient of chivalry and duty structures moderate but this amount in order for the structure to respect and honor, altruism and civic virtue are strong and confirm the suitability of the model structure.

**12.4 Q<sup>2</sup> criterion**

The criterion was introduced by Stone & Geisser (1975). Predictive power of the model makes clear. The criteria listed in the table below.

Table (6). Q<sup>2</sup> criteria

Endogenous variable	R <sup>2</sup> criteria
Respect and reverence	0.4278
Chivalry	0.2150
Civic virtue	0.2421
Altruism	0.2544
Conscientiousness	0.1758

If a structure is endogenous levels of 0.02, 0.15 and 0.35 for Q<sup>2</sup> gain a measure of power respectively weak, medium and strong structural. Q<sup>2</sup> benchmark value for variables indicating good predictive power and goodness of fit for the model study once again confirms the structural model.

Table (8) sub-study results hypotheses

Result	T-statistics	Path coefficient	hypothesis	Type of hypothesis
Acceptance of hypothesis	22.695	0.7878	Social responsibility has a significant impact on respect and reverence.	Secondary
Acceptance of hypothesis	9.696	0.6502	Social responsibility has a significant impact on civic virtue.	Secondary
Acceptance of hypothesis	9.325	0.5925	Social responsibility has a significant impact on chivalry.	Secondary
Acceptance of hypothesis	10.390	0.6617	Social responsibility has a significant impact on altruism.	Secondary
	8.591	0.5835	Social responsibility has a significant impact on conscientiousness.	Secondary
Acceptance of hypothesis			A significant impact on the behavior of citizens' social responsibility	Primary

**15- Results:**

In the first hypothesis the impact of social responsibility, respect and reverence for the Tehran municipality officials evaluated the results showed 99% level of confidence, social responsibility is a positive and significant impact on respect and reverence. Impact factor of 0.78 was obtained for the effects of social responsibility is respect and reverence; thus, according to a hypothesis can be said that a positive and significant impact on the behavior

**13. The general of fitting model**

**13.1 GOF Criterion**

GOF criteria related to overall structural equation models. This means that by the researcher can then evaluate the fit of the measured criteria and the structure of their research models, fitting parts as well as control. The table below shows the results of the benchmark are calculated.

Table (7). GOF criteria

$GOF = \sqrt{Communalities * R^2}$	Communality	R <sup>2</sup>
Respect and reverence	0.6970	0.6206
Chivalry	0.6519	0.3511
Civic virtue	0.5987	0.4737
Altruism	0.5889	0.4378
Conscientiousness	0.5535	0.3405
Average	0.59395	0.43465
GOF	0.508	

Given that the three values: 0.01, 0.25 and 0.36, respectively, as weak, medium and strong for GOF has been introduced and ensure that value of 0.508. And it is suitable for the standard model which fitted very good overall verification is considered.

**14. Testing hypotheses**

After reviewing fitting measurement model, the structural model and the overall model is time to evaluate the research hypotheses. The table below shows the assumptions and the results are secondary.

of Corporate Social Responsibility with colleagues, supervisors and clients organization.

The second hypothesis examined the impact of CSR on civic virtue; the results showed a 99% confidence level of social responsibility and a significant positive impact on civic virtue. Impact factor of 0.65 was obtained for the effects on the social responsibility of civic virtue, so to say, with increases (decreases) social responsibility, civic virtue as well as increases (decreases) increases. As

previously mentioned civic virtue include behaviors such as participation in extracurricular activities and added that when the presence is not required, supporting the development and changes provided by the managers and the desire to read books, magazines, and increase public information on the importance of posters and notices to inform others.

Accordingly, a good corporate citizen should not only be aware of the issues of the day, but they should comment and be actively involved in solving them. So we can say that according to the results of hypothesis regarding the issue of social responsibility of organizations can participate in activities such as extracurricular behavior by employees.

The third hypothesis examined the influence of social responsibility on the fairness of the results showed a 99% level of confidence, social responsibility is a positive and significant impact on fairness. Impact factor of 0.59 was obtained, indicating a high impact on the fairness of social responsibility, so we can say with increases (decreases) social responsibility, fairness also increases (decreases) increases; thus, according to the result of this hypothesis can be said that corporate social responsibility can increase behaviors such as the emphasis on the positive aspects rather than negative aspects and patience in the face of good opportunities and favorable conditions without protest, dissatisfaction and complaints help faster.

The fourth hypothesis evaluated the impact of CSR on altruism; the results showed a 99% confidence level of social responsibility and a significant positive impact on altruism. Impact factor of 0.66 was obtained, indicating a high impact on altruism is social responsibility; thus, according to the result of this hypothesis can be said that corporate social responsibility can increase behaviors such as creating intimacy, empathy and compassion among colleagues to help.

The fifth hypothesis of social responsibility impact on conscientiousness were analyzed, the results showed a 99% confidence level and a significant positive impact of CSR on duty. Impact factor of 0.58 was obtained for the effect of social responsibility is respect and reverence; so according to this theory, we can say that the result of increased corporate social responsibility can cause people in the worst conditions, even in the case of disease and disability continue to work.

The main hypothesis of the influence of social responsibility to the citizens of Tehran Municipality officials were investigated, because every 5 secondary hypothesis was accepted. As a result, we can say that the main theory of the impact of socially responsible

citizen behavior is rejected, that its impact is positive and significant, so we can say with increases (decreases) social responsibility, citizenship behavior also increases (decreases) increases.

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